

**County of San Diego Probation Department  
2008-2013 Strategic Plan Summary**

**Mission:** Protect community safety, reduce crime and assist victims, through offender accountability and rehabilitation.

**Vision:** Enhancing the quality of life for San Diego County residents by creating safer communities.

**Guiding Principles:**

- ⦿ Public safety is our priority.
- ⦿ Maintain fiscal stability.
- ⦿ Promote a culture that values diversity, fairness & equity.
- ⦿ Conduct business with transparency and accountability.
- ⦿ Act with integrity.
- ⦿ Continually challenge ourselves to enhance our knowledge and expertise.

**Goals:**

- ⦿ Provide quality supervision of offenders on probation.
- ⦿ Enhance offender competency.
- ⦿ Enhance victim advocacy.
- ⦿ Provide a safe and secure institutional environment for juveniles.
- ⦿ Provide institutional programming to effect positive behavior changes.
- ⦿ Provide a continuum of services to effect a seamless transition from detention to community supervision.
- ⦿ Collaborate with criminal justice and community partners.

**Strategic Initiatives**

**Kids**

- ❖ Maintain compliance with CSA and title XV standards for detention facilities.
- ❖ Provide an adequate number of custodial beds to meet community needs.
- ❖ Maintain adequate staffing for juvenile and institutional services.
- ❖ Maintain adequate supervision of minors in a custodial setting.
- ❖ Provide programming that reduces delinquent behavior.
- ❖ Provide programming that addresses gang involvement.
- ❖ Provide programming based on assessed needs of offenders.
- ❖ Enhance mental health services for juvenile probationers.
- ❖ Reduce reliance on incarceration by developing and utilizing community based alternative sentencing options.

**The Environment**

- ❖ Maximize the use of technology to reduce environmental risk.
- ❖ Optimize use of the Public Service Work program to improve the environment.
- ❖ Reduce environmental impact through regionalization of probation services.

**Safe and Livable Communities**

- ❖ Reduce criminal involvement by Probationers.
- ❖ Ensure all offenders are assessed with an appropriate assessment tool.
- ❖ Supervise in accordance with risk and need level.
- ❖ Maintain adequate staffing for all field supervision services.
- ❖ Achieve manageable caseload size.
- ❖ Develop case plans based on offender assessment and compliance with court orders.
- ❖ Emphasize re-entry programs that build offender competency needs.
- ❖ Provide information to victims on their rights, the criminal justice process and regional social support services.
- ❖ Enhance aftercare, reentry and supervision services for offenders.
- ❖ Strengthen communication and enhance information sharing with partners.
- ❖ Establish evidence based practices in all Probation programs.
- ❖ Expand non-traditional hours of operation and community collaboration that increase visibility, community support and understanding of Probation's role in public safety.
- ❖ Increase multi-agency operations to create more effective law enforcement collaborations that target high risk offenders.
- ❖ Restructure our supervision models to incorporate neighborhood offices and community resources in an effort to provide proactive community supervision based on assessed needs.

**Required Disciplines**

- |                         |                                |                               |                          |
|-------------------------|--------------------------------|-------------------------------|--------------------------|
| ⦿ Fiscal Stability      | ⦿ Skilled, competent workforce | ⦿ Accountability/transparency | ⦿ Information management |
| ⦿ Customer satisfaction | ⦿ Essential infrastructure     | ⦿ Continuous improvement      | ⦿ Regional leadership    |